

**LAKE SHORE HOSPITAL AUTHORITY
BOARD OF TRUSTEES
School Board Administrative Complex**

SPECIAL WORKSHOP
January 31, 2023 - 6:00 pm

This meeting was conducted as a public meeting and a Virtual meeting.

Present: Brandon Beil	Lory Chancy
Stephen M. Douglas	Don Kennedy
Dale Williams, Executive Director	Sonja Markham, LSHA Staff
Todd Kennon, Attorney	Karl Plenge, NOC
Cynthia Watson, LSHA Staff	Dwayne Cunningham, LSHA Staff
Richard Powell, Accountant	Lauren Cohn, Meridian
Tonia Werner, M.D., Meridian	Richard Anderson, Meridian
Don Savoie, Meridian	Eugene Jefferson
Barbara Lemley	Gene McGee
Shelley Stroud	Tony Britt, Reporter
Katina Dicks, Sheriff Dept.	Markel Strong, Sheriff Dept.
Alan Paulin	Chevella Young, City Council
Sylvester Warren	Chase Moses
Chris Candler	J. Frazier
Glenel Bowden	Philip Mobley
Stew Lilker, Observer	Joshua Garner

7 participants participated in the LSHA Virtual Regular Board Meeting.

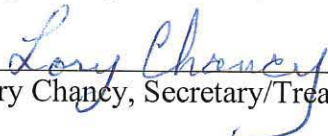
The purpose of the Workshop was to discuss the possible donation of the Lake Shore Hospital building to Meridian Behavioral Healthcare. There was no action taken at the Workshop.

Review of Lake Shore Hospital from prior tenant to current presented by Mr. Dale Williams, LSHA Executive Director. (attached)

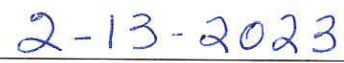
Proposed use of Lake Shore Hospital presented by Ms. Lauren Cohn, Executive Vice President/Chief Operating Office, Meridian Behavioral Healthcare. (attached)

Questions submitted by the public and responses. (attached)

Respectfully submitted,



Lory Chancy, Secretary/Treasurer



Date of Approval



LAKE SHORE
Hospital Authority



- The Lake Shore Hospital Authority (LSHA) is an Independent Special District as provided for by Florida Law. As an Independent Special District, the LSHA has broad powers. These powers include, but are not limited to, providing hospital services through ownership, lease, or contract, to furnish temporary relief to the indigent, and to levy taxes.
- The LSHA is governed by a seven-member Board of Trustees appointed by the Governor. There are currently 4 appointed Trustees.



From the period April 1, 1987, through September 30, 2020, the LSHA leased Lake Shore Hospital to 3 different healthcare companies. The last of these healthcare companies, Community Health Systems (CHS) gave verbal notice on May 6, 2020, that they would cease hospital operations on September 30, 2020. The reason cited for closure was non-profitability. The hospital has remained without a tenant since.



Identified issues in finding a new hospital tenant for Lake Shore Hospital included, but was not limited to, profitability of previous operators and building standards (as set by state rule) required to keep the building as a hospital. Several hospital groups were contacted to gauge interest in Lake Shore Hospital; however, the LSHA was not successful in finding a new hospital tenant.



As a new hospital operator was not found, LSHA issued a “Request for Proposals – Statements of Interest” to determine what service providers may be interested in utilizing Lake Shore Hospital. Responses were received on August 3, 2020, and were grouped into those that provided direct medical services and those that provided medical support or other services.



The proposal vetting process was interrupted by COVID-19 and the lack of a quorum on the Board of Trustees (July 5, 2021 – November 5, 2021).

Due to the length of time elapsed since the proposals were received, all responses received on August 3, 2020, were rejected and a new “2nd Offer - Request for Proposals” issued. Responses to the 2nd RFP were received on February 22, 2022.



Meridian Behavioral Healthcare submitted a response to both “Request for Proposals” issued by the Authority. After vetting, Meridian is the only proposal remaining still under consideration for use of the Lake Shore Hospital (ancillary buildings are separate negotiations). All other responses received for the use of Lake Shore Hospital have been eliminated for various reasons.



In determining an end user for Lake Shore Hospital, it is important to remember the following:

- 1.) Does the intended use meet the legal requirements of the LSHA and does it meet the needs of the community? and,

- 2.) Does the intended user have the financial resources to maintain and operate 125,000 sq ft of space?

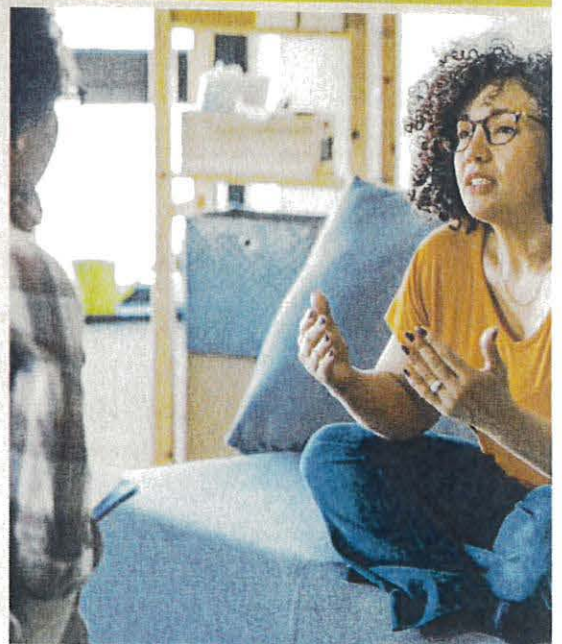


It is also important to note the following:

- 1.) LSHA has maintained minimum standards of operation in the hospital since closure. This was to minimize problems with re-occupation. The current monthly overhead is approximately \$50,000.
- 2.) LSHA ownership of the hospital property is subject to a deed “reverter” provision. The ability for the LSHA to deed or sale the property is not guaranteed.



Meridian
at
Lakeshore





Richard Anderson
Senior Vice President/
Chief Clinical Officer

Master's Degree in Rehabilitation
Counseling, Certified Addictions
Professional who has dedicated
over 40 years to Meridian, oversees full
continuum of mental health and substance
use programs for adults and children



Tonia Werner, MD
Vice President/
Chief Medical Officer

Double Board Certified by
American Board of Psychiatry
and Neurology
Member of Florida Psychiatric
Society Forensic Psychiatry
Committee and Ethics Committee
Past President of North Central
Florida Chapter of Florida Psychiatric
Committee



Lauren Cohn
Executive Vice President/
Chief Operating Officer

Bachelor's Degree in Criminology and
Lean Six Sigma Green Belt, over 15 years
experience in mental health and
substance use treatment, oversees
medical services, primary care, and
administrative services

Meridian

- Meridian has been providing services in North Central Florida since 1971.
- In 2022, Meridian celebrates 50 years of operations and continues to grow to meet the ever-growing needs of our communities
- Meridian provides services utilizing evidence-based approaches to the treatment of mental illnesses and substance use disorders. Our services also address the social determinants known to adversely affect healthcare outcomes such as housing, employment and medical care.
- Meridian currently has offices in 13 counties and provides services to residents from most all of Florida. Outreach and treatment services touch over 36,000 annually with 430,000 services to individuals.
- Meridian's expenditures for services last year were over \$55 million. We employ 650 individuals from across the region.



50 YEARS MERIDIAN 

Licensing and Accreditation

- Currently, Meridian has been accredited through the Commission on Accreditation of Rehabilitation Facilities (CARF) for over 17 years in Behavioral and Opioid Treatment Programs, obtaining the best possible outcome of a 3-year accreditation during the most recent survey in 2021.
- 55 Substance Abuse licenses have been granted by the Department of Children and Families
- 7 Licenses has been given by The Agency for Health Care Administration (AHCA) for the following programs:
 - Crisis Stabilization Unit
 - Residential Treatment Facilities
 - Health Care Clinics

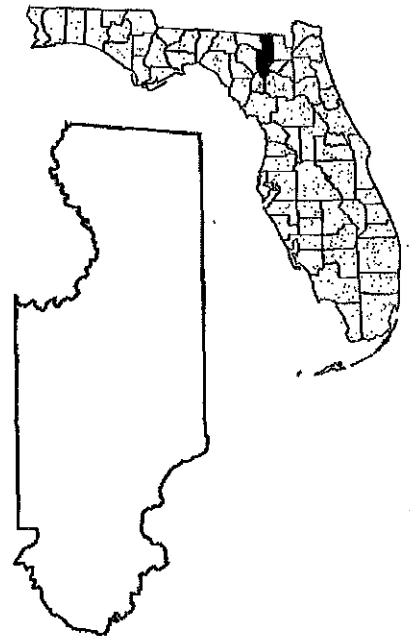


Community Needs & Information

- According to 2019 WellFlorida Community Needs Assessment, *"In 2017, Columbia County residents visited emergency rooms for mental health reasons at rates higher than for the state as a whole."*

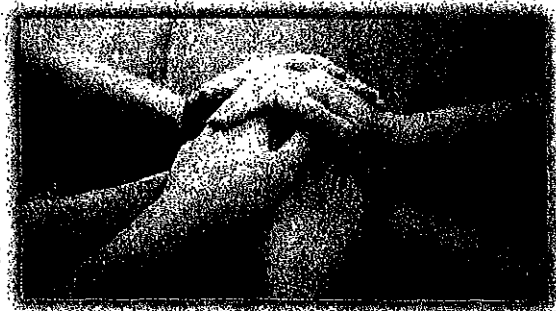
-2019 Columbia County Health Improvement Plan by WellFlorida Council.

- According to Mental Health America, nearly 2.9 million Florida adults -about 17% of the population have some form of mental illness.
- The last two years have led to an increase in people seeking help for mental illness, particularly anxiety and depression.



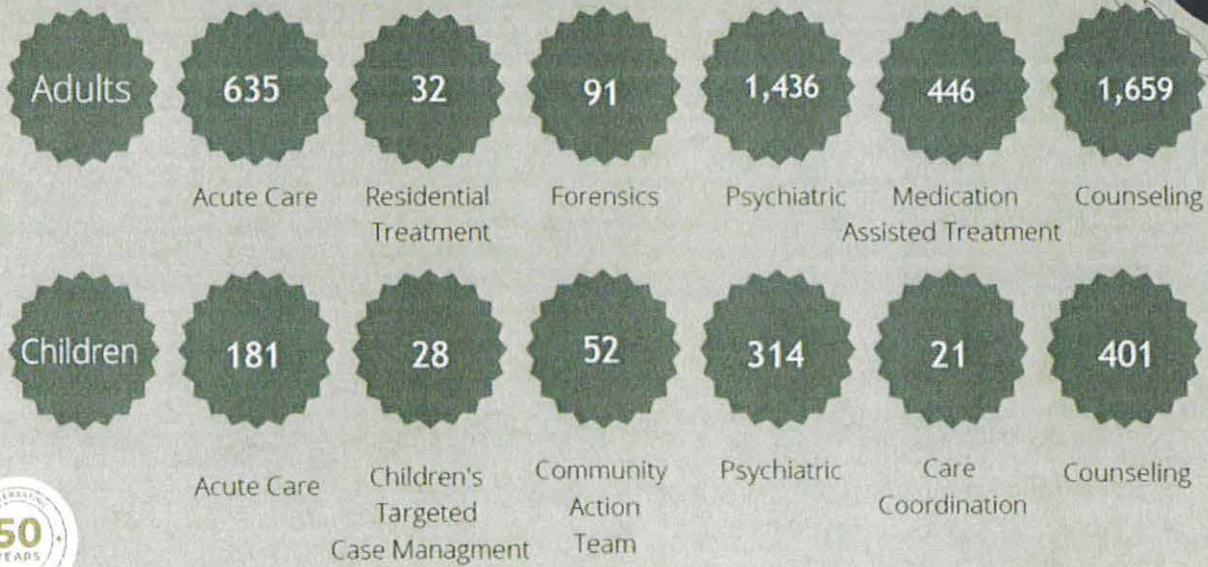
Meridian in Columbia County

- Meridian currently serves as the Central Receiving Facility for Columbia County and plans to expand this best practice model to Alachua County.
- In 2022 we opened a 16-bed residential treatment facility , Williams Manor by Meridian will provide another level of care addressing the needs of the community. This facility among others will be accredited by Commission on Accreditation of Rehabilitation Facilities (CARF).
- Meridian has added Primary Care Services based on needs assessment in Columbia County in 2021 and continues to expand on this service to meet the growing demands of the community and are looking forward to serving the general population.



Services We Provide to Columbia County Residents

*January 2022 through December 2022



Improved functioning and reduction of symptoms

75% of Adults

75% of Children

National Benchmarks

- Recovery rates for severe mental illnesses range from 40-60%
- Recovery rates for addiction range from 40-50%
- Recovery rates for diabetes, hypertension, and other chronic illness range from 40-60%



95%

Would return to Meridian if they experience behavioral health needs in the future



96%

Indicate treatment was helpful

94%

Have become more independent

96%

Felt Meridian staff truly cares if they get better

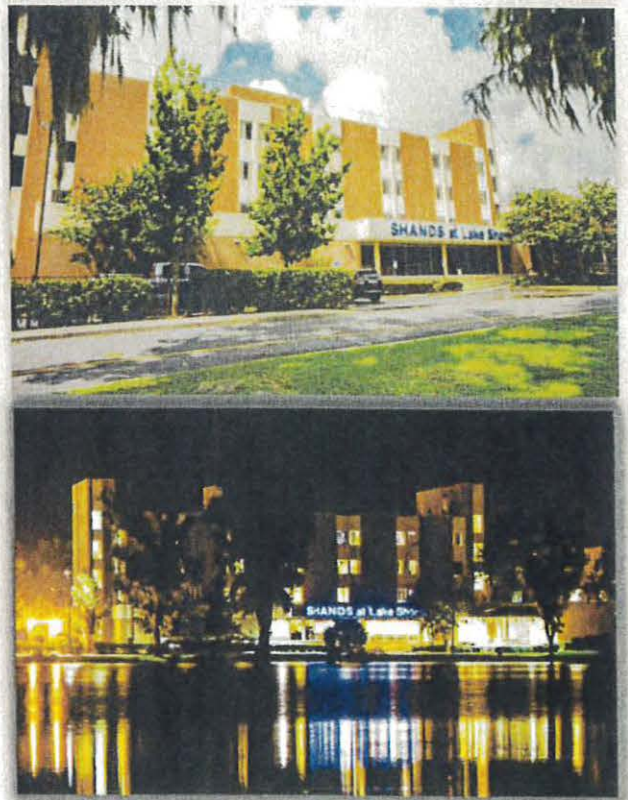


96%

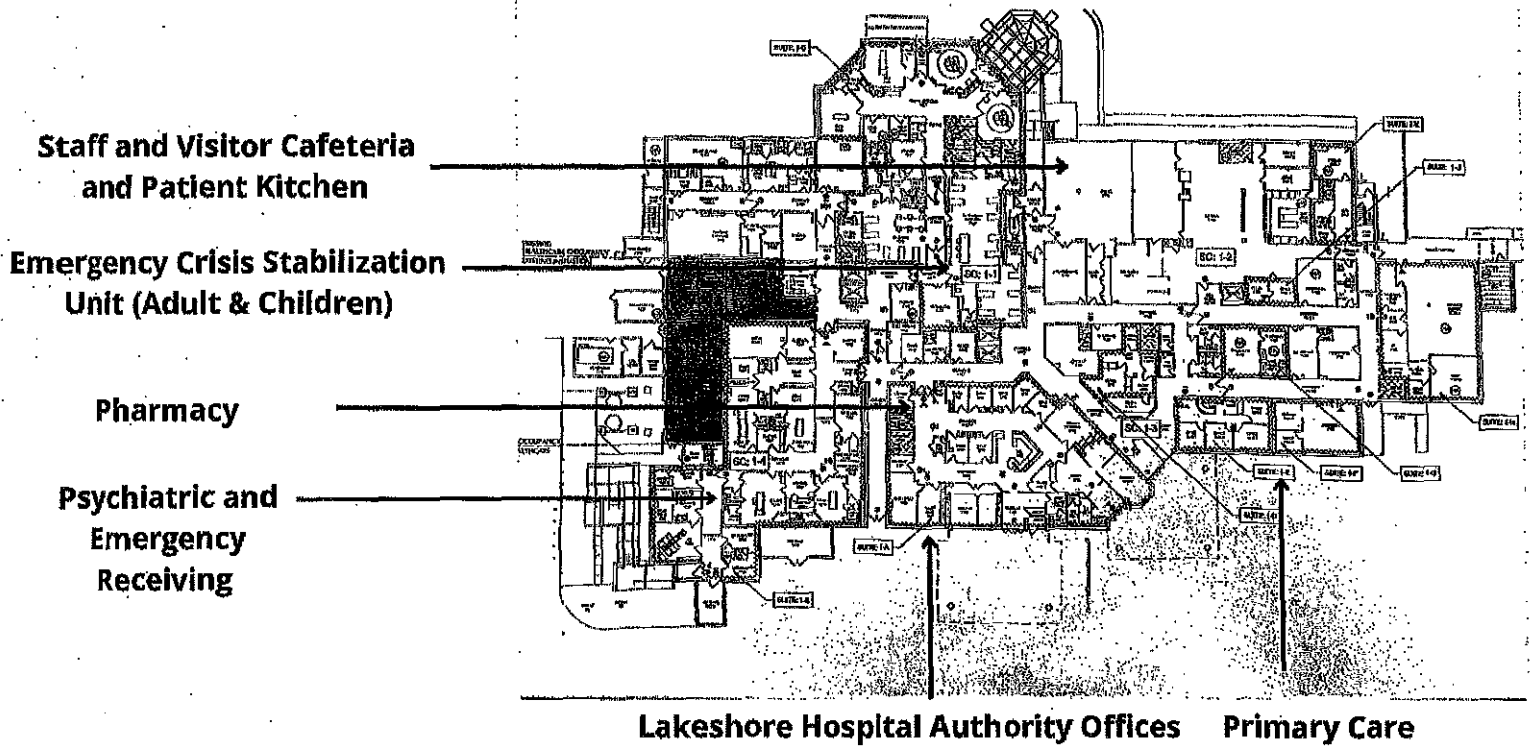
Would recommend Meridian to others

Meridian at Lakeshore

- **Approximately 117,000 square feet of planned space for in-patient and residential care for clients with varying levels of acuity.**
- **Meridian Behavioral Healthcare plans on utilizing the hospital building and surrounding grounds offered at Lakeshore Hospital to expand continuum of care that is a growing need for our community**
- **Meridian Behavioral Healthcare has outlined staffing allocations as well as an operational plan for the foreseeable future.**
- **Currently, Meridian does not have or anticipate to have any limitations or restrictions from complying with the Lakeshore Hospital Authority in the transitory process.**



First Floor



First Floor

Phase One

Psychiatric and Addictions Crisis / Emergency Receiving - SC 1-4

Moved from Current Campus

Baker Act and Marchman Act Receiving (Personal & Law Enforcement)
Walk-In

Hours of Operation: 24hours/7days for 365 Calendar Days

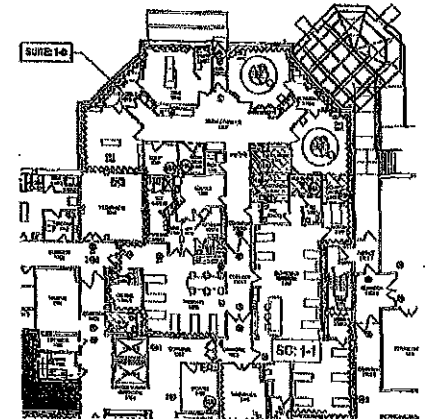
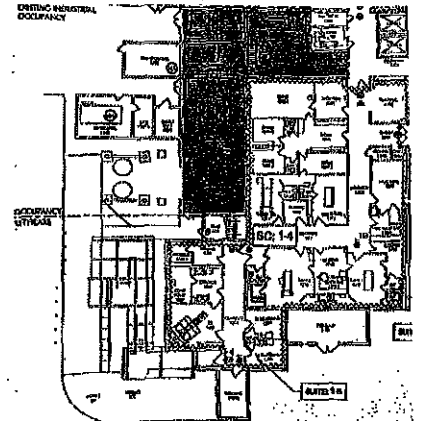
Emergency Crisis Stabilization Units (Adult and Children) - SC 1-1

Moved from Current Campus

Number of beds (expected) - 30

Average Length of Stay ~ 3.5 days

An In-patient facility that provides short term care and stabilization to individuals experiencing a mental health crisis.



First Floor

Phase Two

Addictions Receiving Unit - New

10+ Beds

Medically supervised withdrawal

Average Length of Stay: 5 days

Transfer to Residential / Stepdown Care

A medically supervised, inpatient, short-term, acute care detoxification and stabilization facility for adults with significant substance impairment or co-occurring mental health and substance abuse disorders.

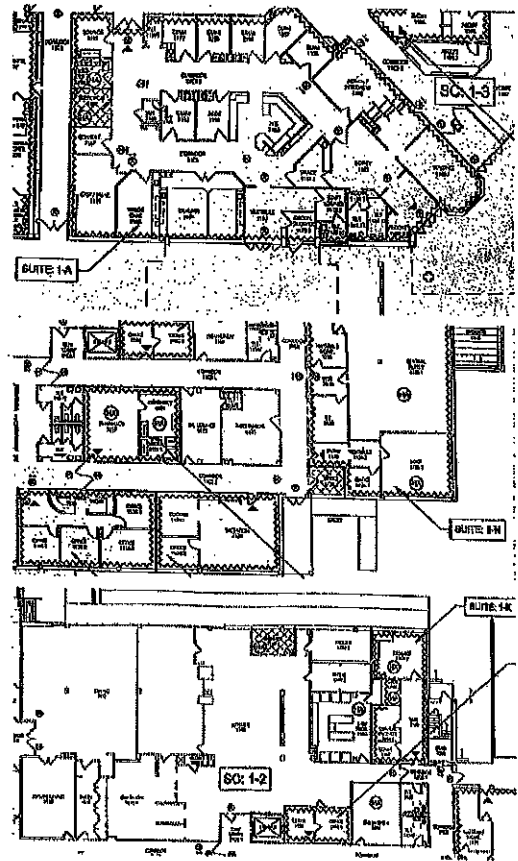
Primary Care & Pharmacy - Suites 1-D-J

Hours of Operation 8am - 5pm

(Weekdays) w/ 24 hour, 7 day On-call physician support

Medical Support for Patients on the Units

Staff and Visitor Cafeteria and Patient Kitchen

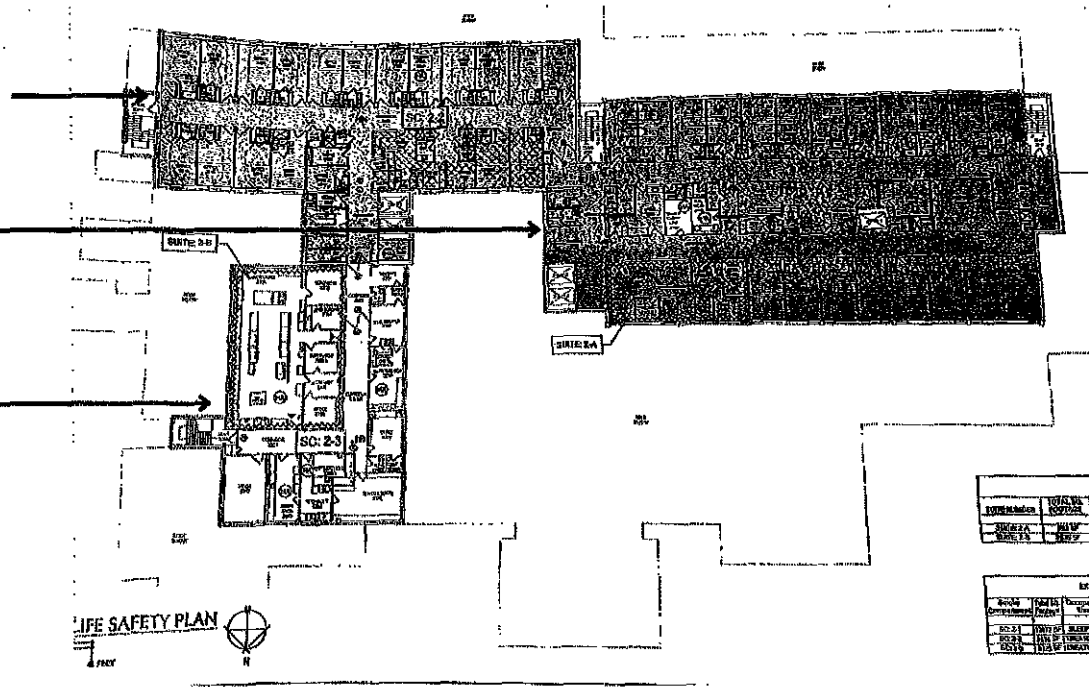


Second Floor

Short-Term Residential Treatment (SRT)

Forensic Beds

Counseling Offices



Room Number	TOTAL NO. OF BEDS
SRT: 2-10	10
SRT: 2-3	3
SRT: 2-4	4

Room	Total No. of Beds	Designation
SRT: 2-10	10	Short-Term Residential Treatment
SRT: 2-3	3	Forensic Beds
SRT: 2-4	4	Counseling Offices

Second Floor

Short-Term Residential Treatment (SRT) - SC2-2

16-20 Beds

An adult inpatient unit providing services to individuals with a mental health diagnosis and/or co-occurring substance abuse diagnosis. SRT provides a high level of care for individuals who are no longer experiencing a psychiatric emergency but who are still in need of additional inpatient treatment prior to community placement. SRT also serves clients waiting for placement at the state hospital.

Average Length of Stay - 3 months

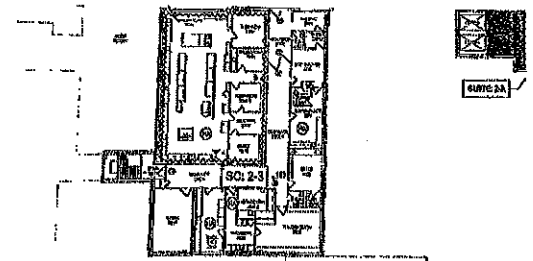
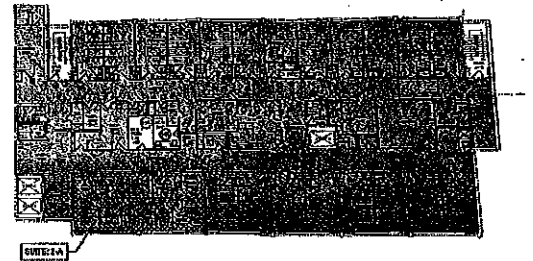
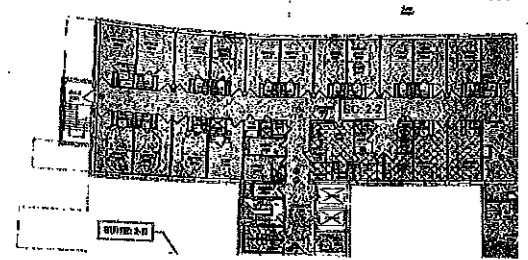
Forensic Residential Treatment Program -SC2-2

30 Beds

An adult residential treatment program for individuals with a mental health diagnosis and involvement in the judicial system. This program provides a less restrictive environment than the state hospitals and assists individuals with successful reintegration into the community.

Average Length of Stay - 6 months

Counseling Offices -SC2-3

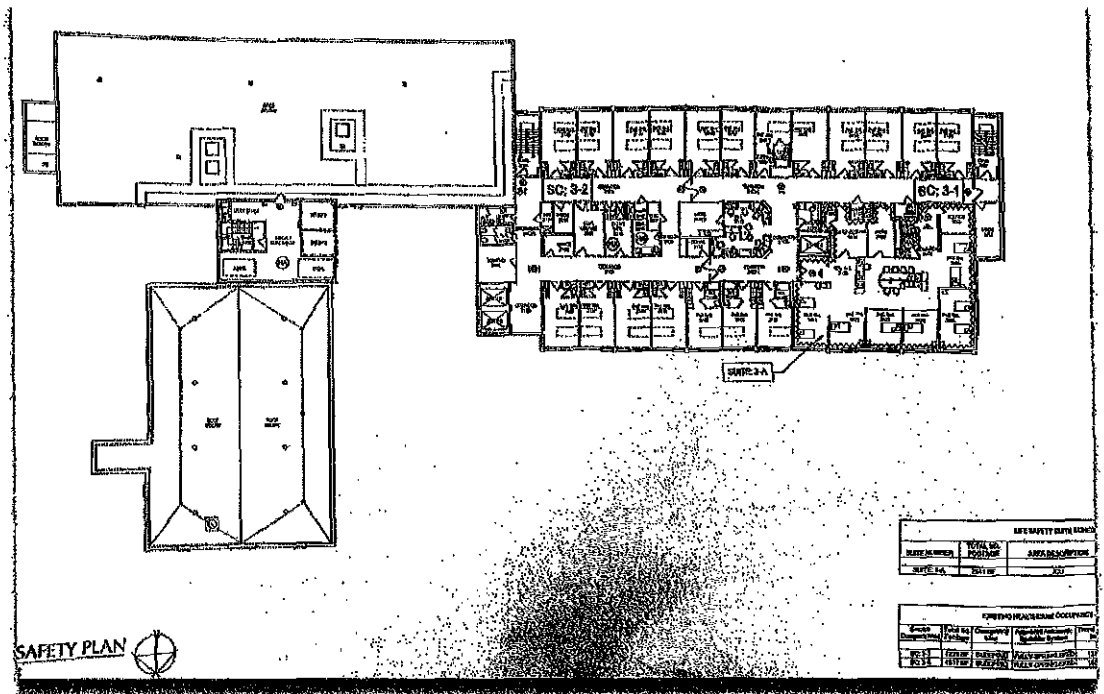


Third Floor

In-Patient Psychiatric Suite

Suite 3-A Used for Dining groups and Group Therapeutic Activities

Largely Self-Contained Wing

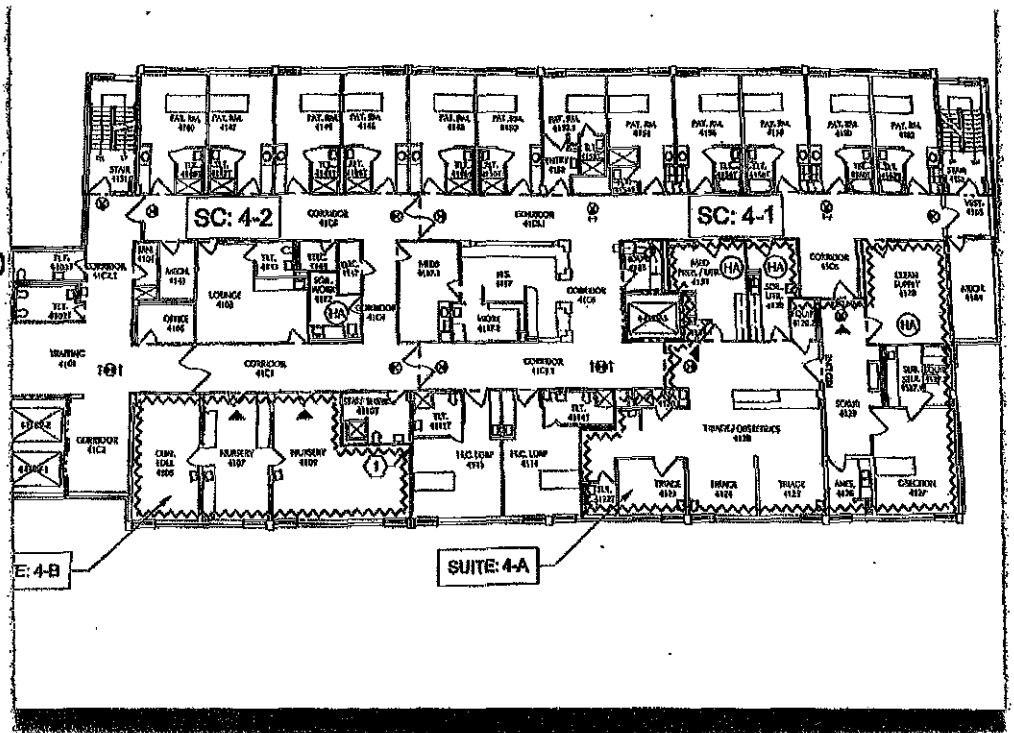


SAFE SAFETY DATA SHEET		
DATE	TOTAL NO. OF OCCUPANTS	APPROX. NO. OF OCCUPANTS
10/1/00	100	100

FURNITURE OCCUPANCY			
Room	Furniture	Capacity	Occupancy
SC 3-1	Table	10	10
SC 3-2	Table	10	10

Fourth Floor

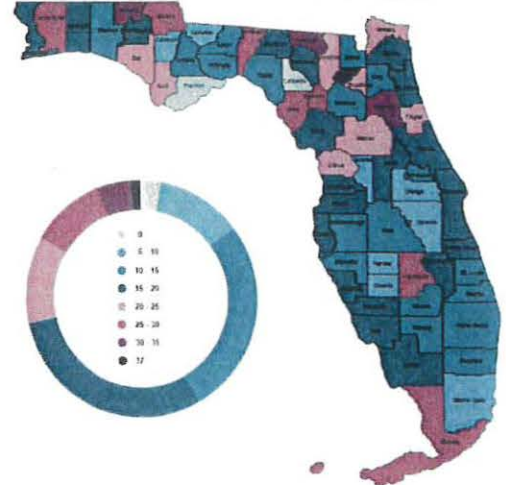
- Mobile Response Teams
- Community Action Team (CAT)
- Clinical Administration
- Supportive Services for Veteran Families (SSVF)
- Certified Community Behavioral Health Clinic (CCBHC)
- Community Mental Health Center (CMHC)



Need for Meridian at Lakeshore

- The population is growing and with that growth comes an increasing demand for a full continuum of behavioral health services.
- 1 in 5 people are effected by mental illness in their lifetime and 1 in 9 people are impacted by substance use in their lifetime. For Columbia County, that means approximately 14,000 individuals in need of mental health services and 7800 individuals in need of substance use services.
- Suicide rates nationally are on the rise. Based on available data, rates in Columbia County are rising as well.
- Columbia County residents needing inpatient treatment for substance use or hospital level psychiatric care currently have to go to another county to receive those services, creating additional barriers to access services and challenges to allow family support and participation in treatment.

Figure 2. Heat Map of Florida Suicide Rates by County, 2020.

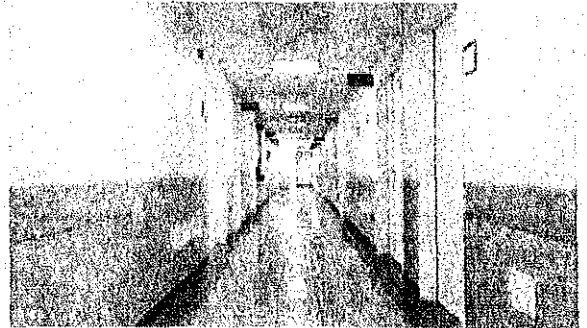


Expansion to Meridian Lakeshore - 2 campuses

- Services brought to Meridian Lakeshore:
 - Crisis Emergency Screening (currently on existing campus)
 - Crisis Stabilization Unit (currently on existing campus)
 - Addictions Receiving Facility (new for Columbia County)
 - Short Term Residential (new for Columbia County)
 - Psychiatric hospital (new for Columbia County)
 - Residential Treatment (new for Columbia County)
 - Mobile Response Team (currently on existing campus - will allow for quicker community response)
 - CAT Teams (currently on existing campus)
- Services that will remain on the Michigan Ave. campus
 - Medication Assisted Treatment
 - Youth Residential Treatment (Recovery Center)
 - Adult Residential facility (Williams Manor)
 - Outpatient Treatment

This allows us to continue to grow and expand the services provided at our Michigan Ave. location.

*Meridian at Lakeshore
will be hospital level
care*



Meridian at Lakeshore

- Meridian at Lakeshore will NOT be a State Hospital.
 - We will continue to refer clients to State Hospital needing long term treatment.
- Meridian will provide for 24/7 security at Meridian at Lakeshore.
- Provides 24/7 triage and screening walk in for efficient access to care.
- Individuals receiving care at Meridian Lakeshore will have a coordinated discharge.
 - Transportation to home or permanent living when needed.
 - Discharge planners to assist in securing placement and step down services.
 - Collaboration with caregivers and family on transition plan.
- Studies show that local access to behavioral healthcare reduces crime

Meridian at Lakeshore - Partnerships

- Pharmacy
- Primary Care
- Lakeshore Hospital Authority staff
- Dental if possible
- Gateway College



Community Impact for Columbia County

- Meridian at Lakeshore provides hospital-level psychiatric care, which is currently only provided outside of the region. This would allow for individuals needing this care to remain within county and permit families to engage in treatment.
- Meridian plans on bringing over 86 FTE positions from the current Lake City campus, with plans to add an additional 98 personnel, for a total of 184 positions for Meridian at Lakeshore Hospital, and 252 for Columbia County.
 - Hospital will be staffed 24/7 resulting in increased economic impact for the surrounding area from professional jobs.
- Meridian would address the growing need for substance use treatment with an addictions receiving facility, not currently provided in the region.
- Meridian will continue providing a coordinated system of care with a teams-based wraparound model from admission to discharge to follow-up and outreach programs.



Meridian at Lakeshore



Our collective goal is to better the health and well-being for the communities we serve.

This opportunity or an opportunity comparable will not present itself again and with the value to the community, these life saving services may not be available to the degree needed in the future.

We ask is for the opportunity to sit down and develop a mutually agreeable and supportive agreement that collectively will provide for the citizens of Columbia County for the foreseeable future.

LAKE SHORE HOSPITAL AUTHORITY - QUESTION FORM

January 31, 2023 Workshop

Date: 1-31-23
Name: Lemley Barbara
Address: LC
Street Address City Zip

Do you live in Columbia County?

YES NO

Question: No question

I am in support of
Meridian taking all
property.

Will Meridian
assume all costs
for all taking
LSHA buildings?

LAKE SHORE HOSPITAL AUTHORITY - QUESTION FORM

January 31, 2023 Workshop

Date: 1/31/23

Name: Sylvester Warren

Address: _____
Street Address City Zip

Do you live in Columbia County?
YES NO

Question:

How is this facility going to help the Black community?

How many jobs will this facility ~~will~~ hire specifically ^{out} to the Black community?

Why put this facility in a community that doesn't even mention there? May support the idea but wrong location?

Wouldn't this facility ruin the future for what many want to see in that area? What about the increase of drug addicts in a heavy drug area already?

Why not put it on West 90 where all the amenities are located?

~~What are you going to do during the crack epidemic?~~

Where were you guys during the crack epidemic when blacks were going to prison rather than treatment?

LAKE SHORE HOSPITAL AUTHORITY - QUESTION FORM

January 31, 2023 Workshop

Date: 1-31-23

Name: JOSHUA Garner

Address: Jamestown Ctn Lake City 32025
Street Address City Zip

Do you live in Columbia County?

YES NO

- Question: Can you dive into the reviews on google... I understand a rehab may have a Negative Slant but when compared to other rehabilitation Centers...? Patients + Employees alike seem to have a common tone..

- Its been stated several times who can pick up and when, with family or transferred to long term center in Gainesville... Can you explain more about ~~the timeline~~ the timeline and possible discharge information that resulted in ~~the~~ recent ~~in~~ in a violent attack on a local resident which he swung back + struck her with a Bamboo stick ^{More details can be provided for the next meeting.} on 6/26/21.

cases patient

- Several years ago there was information being distributed about a patient exiting the current Michigan Ave facility and tragically ending his life by entering the truck. Was this an incident

Joshua Garner - (Cont)

... that occurred, ~~at that time~~ and
if so, what Shortfalls happened then
and how have they been addressed?

LAKE SHORE HOSPITAL AUTHORITY - QUESTION FORM

January 31, 2023 Workshop

Date: _____

Name: Chen Moses

Address: _____
Street Address City Zip

Do you live in Columbia County?

YES _____ NO _____

Question:

What safety procedures will be in place
for the public when patients are released?

What level of due diligence has been performed to
assess the mechanical & structural components of the
facility?

The need for these services is real, but is this
the right location?

LAKE SHORE HOSPITAL AUTHORITY - QUESTION FORM

January 31, 2023 Workshop

Date: 1/31/2023

Name: CHRIS CANDLER

Address: 264 NE HERMANTO AVE LAKE CITY FL 32055
Street Address City Zip

Do you live in Columbia County?

YES NO

Question:

while I agree that the need is present in Columbia County/
Lake City, my question centers on the impact this
project may have on the central business district
of Lake City. We currently have a burgeoning
CBD and I am unconvinced that locating a
psychiatric hospital will not adversely impact
business demand and/or commercial traffic
in Lake City. How many treatment facilities
do you have in Central Business District and
do you have any studies that relate to the
impact on traffic and events in the downtown
area.

LAKE SHORE HOSPITAL AUTHORITY - QUESTION FORM

January 31, 2023 Workshop

Date: 1/31/2023

Name: STEPHEN DOUGLAS

Address: _____

Street Address

City

Zip

Do you live in Columbia County?

YES NO

Question:

Is Meridian prepared to spend the
(millions?) it takes to revamp the hospital
to a serviceable/hospital grade facility?

LAKE SHORE HOSPITAL AUTHORITY - QUESTION FORM

January 31, 2023 Workshop

Date: _____

Name: Lilker - Columbia County Observer

Address: _____
Street Address City Zip

Do you live in Columbia County?

YES _____ NO _____

Question:

Re LSHA on Meridian

How many people have you heard from
in district 10 that are against

locating Meridian in the vacated hospital?